



# Fiscal Year 2015 Budget

**People • Integrity • Excellence • Leadership**

**August 14, 2014**



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## STRATEGIC PLAN FY 2014-2018

### VISION

Healthy Living for Everyone.

### MISSION

To improve the lives of people affected by Behavioral Health and Developmental and/or Intellectual challenges.

### VALUES

❖ People      ❖ Integrity      ❖ Excellence      ❖ Leadership

### GOALS

**2 Year Community Goal 1a:** Improved quality of life and care of consumers and their families through effective treatment and improved health outcomes

**5 Year Community Goal 1b:** An informed, engaged, and responsible community that supports a consumer-centered system of care

**2 Year Consumer Goal 2a:** A collaborative continuum of care built through meaningful public and private partnerships

**5 Year Consumer Goal 2b:** A complete continuum of highly effective, integrated services leading to improved quality of life

**2 Year Organizational Infrastructure Goal 3:** Increased workforce quality, capacity and organizational infrastructure, both systems and personnel, for improved health outcomes



**Board of Trustees Budget Guiding Principles for  
Preparation of FY 2015 Budget**

<b>1.</b>	Ensure stakeholder participation (consumers, families, employees, advisory committees, and providers) in the budget process.
<b>2.</b>	Budget operationalizes Strategic Plan.
<b>3.</b>	Budget for consumer-driven services reflecting quality, access, best practices, and best value (including family, significant others, and Certified Peer Specialist).
<b>4.</b>	Commitment to maintenance of high quality, effective core services and critical infrastructure from which we can grow into our desired future.
<b>5.</b>	Maintain organizational alignment with funding and finance requirements.
<b>6.</b>	Budget compensation package aligning salaries at the State Auditor's Classification Schedule for all employees, considering the overall impact on consumers. Align new functions and position requirements with organizational review and succession planning.
<b>7.</b>	Maximize resource development and community collaborations to meet current and emerging community needs with new focus on Community Care Collaborative (CCC).
<b>8.</b>	Flexibility and agility in budgeting process will be necessary in our current environment.
<b>9.</b>	All the above principles may be affected by Legislative and other financial impacts. Transformation 1115 Waiver impacts and Patient Protection and Affordable Care Act (PPACA) staged implementation.
<b>10.</b>	Fund Balance expenditures are intended for bridge or one-time costs.



## **FY 2015 Annual Budget and Strategic Plan Community Forum**

Integral Care chief executive officer David Evans welcomed everyone present, including board members Tom Young, Robert Chapa and Board Chair Dr. Matt Snapp. He made note of the fact that the forum was held in the Rudy Zapata Community Room at the new 22,000 square-foot South Austin integrated care facility, a place he described as a wraparound of health, wellness and prevention. “It’s ambitious, and a part of a larger system of care,” he said.

Mr. Evans then welcomed Integral Care’s chief operations/chief finance officer Charles Harrison to the podium to give an overview of fiscal year (FY) 2014’s budget, along with the opportunities and potential challenges going ahead with FY 2015.

### **Potential Budget Challenges for Fiscal Year 2015:**

- Complete roll-out of Salary Classification Compensation Transfer of Rehab & Case Management DSHS General Revenue State Match to HMO Contracts—estimated FY2014 amount \$1.7 million. These funds will have to be earned under each HMO contract terms
- The 83rd Legislature required DSHS to implement a 10 percent contract withhold to be paid upon meeting contract targets—FY2014 withhold amount is \$1,748,658
- Increase in Employee Health Insurance—possibly as high as a 40 percent increase, or \$1.5 million
- Achieving all 1115 Waiver program metrics
- Improving fee service earning to budgets (this could also mean adjusting FFS budgets in FY2015)
- Remain flexible for strategic alliances and network development through funded partnerships

After presentations from Integral Care staff about our Expanded Mobile Crisis Outreach Team program, our telemedicine program and our Affordable Care Act outreach efforts, the forum was open for questions and comments from attendees.



## **PNAC Budget Forum Comments**

Charles Harrison, chief operations/chief finance officer, discussed budget challenges and opportunities. Below are some comments from attendees:

- Define the work with Community Care Collaborative
- Hold a workshop on available benefits available to reduce fear
- Ensure continuity of services during Patient Protection and Affordable Care Act changes and communicate changes effectively to consumers
- Establish dual enrollment process at one-same time of original assessment

## **Employee Budget Forum Feedback Analysis**

Austin Travis County Integral Care held four employee budget forums at various locations in March and April. Employees received an overview of the opportunities and challenges facing Integral Care in the upcoming fiscal year. Feedback and suggestions for improvement were gathered and the recommendations will be reviewed by Integral Care's Board of Trustees and Executive Management Team during the development of the FY 2015 Budget. A summary of the feedback gathered at these forums is outlined below.

Integral Care employees are encouraged to send their comments and questions through the Employee Suggestion Box at: <http://www.integralcare.org/?nd=esbox>



**ATCIC Fiscal Year (FY) 2015 Budget Assumptions:**

1. ATCIC will apply for a line of credit, for an approximate \$15 million, after the Board approves a balanced FY2015 budget. The line of credit will be primarily for liquidity, if needed.
2. Investment in ATCIC employees through the ATCIC Board approved (FY 14) class compensation (class comp) annualized for 2015 budget. Pay grade updated from State of Texas 2007 schedule to 2010.
3. The inclusion of the increase in ATCIC employee health care benefits.
4. One-time expenses (i.e. MIS) to support program operations.
5. After 10% contract performance metrics withhold, ATCIC will strive to attain the Department of State Health Services (DSHS) contract performance metrics and earn 100% of contract funding.
6. The impact of Senate Bill (SB) 58 will be the shift and reduction of 1.5 million in the current DSHS Contract for rehab. services to the MCO's requirement to purchase from Centers these same rehab. services under a FFS.
7. Continued preparation for Accountable Care Organization Readiness and Community Care Collaboration Care voting membership.
8. After Meadows Mental Health Policy Institute recommendations, the cost for re-organization on a priority basis is included.
9. ATCIC waiver projects and the attainment of waiver metrics to earn an estimated \$15,740,324.
10. Sale of ATCIC owned property with anticipated proceeds of \$8 million that may entail a lease-back, new facility lease or purchase for services.
11. Community Benefit considerations are ongoing with the potential for free up 2-4 million annually in forming an agreement with a hospital system.
12. St. David's Foundation Funds that support the development of the Mental Health Crisis Services, also known as (AKA) the Extended Operations Unit (EOU)
13. Legislative changes after 2015 session that may have budget implications for the Department of State Health Services (DSHS) funding and related allocation methodology.
14. The replenishment of fund balances and contributions to Board designated funds (i.e., committed, assigned, unassigned).

## ESTIMATED FUND BALANCE ANALYSIS

Fund BalanceBy Type	Per FY2013 Audit Fund Balance @ August 31,2013	Estimated Changes in Fund Balance FY2014	Estimated General Fund @ 9/1/2014	Total Estimated Fund Balance
<b>Nonspendable:</b>				
Deposit/Prepaid Items	\$ 1,545,578	\$ (1,443,778)	\$ 101,800	\$101,800
Pharmacy inventory	14,160	6,640	20,800	20,800
<b>Restricted:</b>				
Midelburg Trust (FY2015 Budget \$50,631)	186,422	(33,672)	152,750	
<b>Committed:</b>				
Fund Balance Needed to balance the FY 2015 Budget	359,815	3,792,274	4,152,089	4,152,089
<b>Assigned:</b>				
Waiver Reserve at August 31, 2013	2,007,156	(100,856)	1,906,300	
Waiver Reserve Operations for FY2013	-	(602,504)	(602,504)	
Estimated Waiver Net FY2014	-	3,268,049	3,268,049	
Subtotal Estimated Waiver Assigned Reserve	2,007,156	2,564,689	4,571,845	
<b>Unassigned:</b>				
Fund Balance-Operating	11,152,075	(1,618,104)	9,533,971	9,533,971
FY2014 Estimated Net Operations		0	-	
Subtotal Estimated Unassigned Fund Balance	11,152,075	(1,618,104)	9,533,971	
Total Estimated Fund Balance	\$ 15,265,206	\$ 3,268,049	\$ 18,533,255	\$ 13,808,660
Accrued Compensated balances - Audit Adj Only	1,144,569	155,431	1,300,000	

Estimated Ending Fund Balance \$ 16,409,775 \$ 3,423,480 \$ 19,833,255

	Total Estimated Fund Balance	Total Estimated Waiver Fund Balance	Total Estimated Midelburg Fund Balance	Total Estimated Fund Balance @ 9/1/2014
Estimated Fund Balance @ 9/1/2014	\$ 18,533,255	\$ 4,571,845	\$ 152,750	\$ 13,808,660

	Total Expense Budget	Total Waiver Expense Budget	Total Midelburg Expense Budget	Total Capital Outlay Expense Budget	General Operations Expense Budget
Proposed FY2015 Expense Budget	\$ 90,421,214	\$ 15,893,282	\$ 50,631	\$ 8,753,088	\$ 65,724,213

Proposed General Operations 90 Days of Operations (per ATCIC Policy 04.22)	\$ 16,205,970
Proposed 60 Days of General Operations	\$ 10,803,980
Proposed Calculated Estimated Days of General Operation In Fund Balance @ 9/1/2014	77





## AUSTIN TRAVIS COUNTY INTEGRAL CARE FY2015 PROJECTED CONSUMERS

Division	FY2015 Projection		FY2015 Change from FY2014 Revised Projection		FY2014 Projection	
	Consumers	% of Total	Incr / (Decr)	Incr / -Decr	Consumers	% of Total
Adult Mental Health	7,700	23.11%	0	0.00%	7,700	25.16%
MH Crisis Services (3)	7,452	22.36%	602	8.79%	6,850	22.38%
Data not in Anasazi (AZ) (2)	6,635	19.91%	1,898	40.07%	4,737	15.48%
1115 Transformation Waiver	4,633	13.90%	193	4.35%	4,440	14.51%
Child & Family Services	2,662	7.99%	(70)	-2.56%	2,732	8.93%
Substance Abuse	2,150	6.45%	0	0.00%	2,150	7.02%
Intellectual & Developmental Disabilities (4)	2,088	6.27%	88	4.40%	2,000	6.53%
<b>Total (1)</b>	<b>33,320</b>	<b>100%</b>	<b>2,711</b>	<b>8.99%</b>	<b>30,609</b>	<b>100%</b>

**Notes:** (1) The total FY2015 projection of 33,320 is a total of each division's unduplicated consumers.

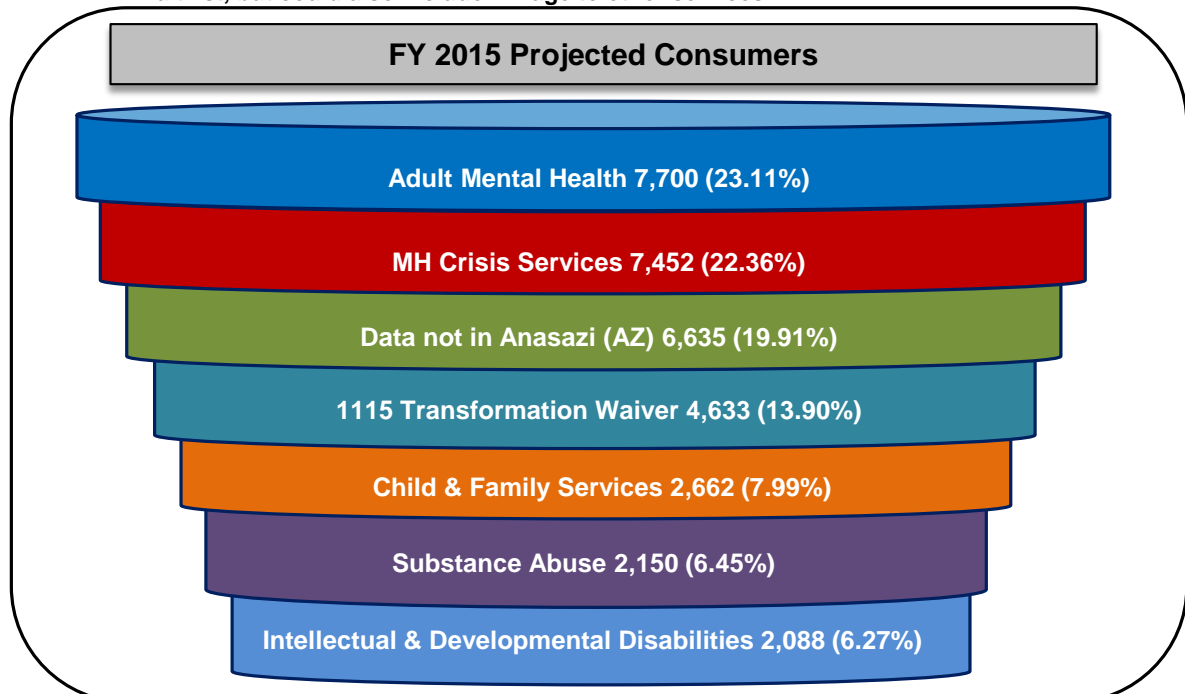
This total projection includes some duplication of consumers among divisions.

The 1115 Transformation Waiver may have duplication among Waiver projects.

(2) Service data not in AZ: Veteran's Services, E-Merge, Health Integration Project (HIP), Substance Abuse Managed Services Organization (County only), Self Help and Advocacy Center (SHAC), People's clinic.

(3) In addition to the projected number of clients to receive services, the Crisis Hotline handles approximately 15,000 crisis calls a year.

(4) Intellectual & Developmental Disabilities unduplicated client count excludes the contacts made to clients on the IDD Wait List of approximately 610 unduplicated consumers. DADS requires annual contact to consumers on the Wait List to verify continued interest in remaining on the wait list, but could also include linkage to other services.





**AUSTIN TRAVIS COUNTY INTEGRAL CARE  
FISCAL YEAR 2015 PROPOSED BUDGET  
CENTER TOTAL**

	FY 2015 ANNUAL BUDGET	PERCENT OF TOTAL	CHANGE FY 2014 CURRENT	PERCENT BUDGET CHANGE	FY 2014 CURRENT BUDGET	PERCENT OF TOTAL
<b>REVENUES</b>						
<u>Local Funds:</u>						
City of Austin	\$ 2,892,882	3.20%	\$ -	0.00%	\$ 2,892,882	4.01%
Travis County	\$ 4,369,552	4.83%	\$ (1,221,935)	-21.85%	\$ 5,591,487	7.75%
Central Health	\$ 9,434,935	10.43%	\$ -	0.00%	\$ 9,434,935	13.09%
Other Local	\$ 8,659,350	9.58%	\$ 7,494,449	643.36%	\$ 1,164,901	1.62%
Fund Balance (Designated \$50,631; unassigned \$4,152,089)	\$ 4,202,720	4.65%	\$ 3,747,776	823.79%	\$ 454,944	0.63%
<b>Total Local Funds</b>	<b>\$29,559,439</b>	<b>32.69%</b>	<b>\$10,020,290</b>	<b>51.28%</b>	<b>\$19,539,149</b>	<b>27.10%</b>
<u>State Funds:</u>						
DSHS Mental Health	\$22,186,240	24.54%	\$ 1,754,869	8.59%	\$20,431,371	28.34%
DSHS Substance Abuse	\$ 2,826,094	3.13%	\$ 553,641	24.36%	\$ 2,272,453	3.15%
DADS	\$ 3,253,121	3.60%	\$ (843,410)	-20.59%	\$ 4,096,531	5.68%
TCOOMMI	\$ 1,415,240	1.57%	\$ -	0.00%	\$ 1,415,240	1.96%
DARS	\$ 900,949	1.00%	\$ 70,285	8.46%	\$ 830,664	1.15%
<b>Total State Funds</b>	<b>\$30,581,644</b>	<b>33.82%</b>	<b>\$ 1,535,385</b>	<b>5.29%</b>	<b>\$29,046,259</b>	<b>40.28%</b>
<u>Federal Funds:</u>						
Medicare/Medicaid/HMO	\$ 9,294,199	10.28%	\$ 1,662,163	21.78%	\$ 7,632,036	10.58%
HCS / Texas Home Living Waiver	\$ 1,432,713	1.58%	\$ (265,875)	-15.65%	\$ 1,698,588	2.36%
Other Federal	\$ 3,778,790	4.18%	\$ 178,449	4.96%	\$ 3,600,341	4.99%
<b>Total Federal Funds</b>	<b>\$14,505,702</b>	<b>16.04%</b>	<b>\$ 1,574,737</b>	<b>12.18%</b>	<b>\$12,930,965</b>	<b>17.93%</b>
<u>Waiver Funds:</u>						
1115 Waiver	\$15,774,429	17.45%	\$ 5,186,402	48.98%	\$10,588,027	14.68%
<b>TOTAL REVENUES</b>	<b>\$90,421,214</b>	<b>100.00%</b>	<b>\$18,316,814</b>	<b>25.40%</b>	<b>\$72,104,400</b>	<b>100.00%</b>
<b>EXPENDITURES</b>						
Salaries & Fringe Benefits	\$52,223,035	57.76%	\$ 9,141,878	21.22%	\$43,081,157	59.75%
Travel / Workshop	\$ 1,058,993	1.17%	\$ 220,451	26.29%	\$ 838,542	1.16%
Prescription Drugs & Medicine	\$ 556,166	0.62%	\$ (709,722)	-56.07%	\$ 1,265,888	1.76%
Capital Outlay	\$ 8,753,088	9.68%	\$ 6,486,577	286.19%	\$ 2,266,511	3.14%
Contracts & Consultants	\$19,748,685	21.84%	\$ 2,274,781	13.02%	\$17,473,904	24.23%
Other	\$ 7,130,048	7.89%	\$ 1,114,238	18.52%	\$ 6,015,810	8.34%
Client Support Costs	\$ 951,199	1.05%	\$ 23,422	2.52%	\$ 927,777	1.29%
Reserve	\$ -	0.00%	\$ (234,811)	-100.00%	\$ 234,811	0.33%
<b>TOTAL EXPENDITURES</b>	<b>\$90,421,214</b>	<b>100.00%</b>	<b>\$18,316,814</b>	<b>25.40%</b>	<b>\$72,104,400</b>	<b>100.00%</b>
<b>TOTAL FTE'S</b>	<b>754.52</b>		<b>39.60</b>	<b>5.54%</b>	<b>714.92</b>	<b>8</b>

# Waiver Project Update @ June FY2014

	FY12	FY13	FY14	FY15	FY16	FY17	
<b>Waiver Revenue</b>							
DY1		2,124,374					2,124,374
DY2			9,941,749				9,941,749
DY3			2,107,104	13,319,432			15,426,536
DY4				2,420,892	15,302,948		17,723,840
DY5					2,623,032	16,580,720	19,203,752
<b>Total Projected Waiver Revenue</b>	<b>0</b>	<b>2,124,374</b>	<b>12,048,853</b>	<b>15,740,324</b>	<b>17,925,980</b>	<b>16,580,720</b>	<b>64,420,251</b>
<b>Total Other Revenue(FFS &amp; Contract)</b>		63,280	1,853,572	618,853	637,419		3,173,123
<b>Total Projected Revenue</b>	<b>0</b>	<b>2,187,654</b>	<b>13,902,425</b>	<b>16,359,177</b>	<b>18,563,399</b>	<b>16,580,720</b>	<b>67,593,374</b>

Expense	FY12	FY13	FY14 Projected	FY15 Budget	FY16 Projection	FY17	Total	
Integrated Care Dove Springs-661		136,628	4,946,453	4,615,859	4,695,277		14,394,216	(1)
Expanded MCOT-662		23,758	1,065,520	1,775,080	1,828,332		4,692,691	
Hospital & Jail Alternative-663		21,610	1,453,997	2,195,631	2,261,500		5,932,738	
CBS Team-664		0	350,715	1,086,476	1,119,070	157,721	2,713,982	(6)
Chronic Disease Management-665		143,647	708,509	982,863	1,012,349		2,847,367	
Peer Support-667		0	147,008	235,000	242,050		624,058	
Prescriber Capacity-668		715	360,659	1,000,507	1,030,522		2,392,403	
Telemedicine-669		163,607	457,655	624,394	643,126		1,888,782	
<b>Subtotal Original Projects</b>	<b>0</b>	<b>489,965</b>	<b>9,490,515</b>	<b>12,515,810</b>	<b>12,832,226</b>	<b>157,721</b>	<b>35,486,237</b>	
Integrated Healthcare in Schools-652		0	65,583	1,405,716	1,447,887		2,919,186	
First Steps-653		0	9,958	741,124	763,358		1,514,440	
Culturally Competent Care-654		0	12,933	435,923	449,001		897,857	
<b>Subtotal New Projects</b>	<b>0</b>		<b>88,474</b>	<b>2,582,763</b>	<b>2,660,246</b>	<b>0</b>	<b>5,331,483</b>	
Waiver Admin-651		175,819	831,766	794,709	818,550		2,620,844	
Center Operations			223,621	500,000	500,000		1,223,621	
<b>Total Program &amp; Indirect Expense</b>	<b>0</b>	<b>665,784</b>	<b>10,634,376</b>	<b>16,393,282</b>	<b>16,811,022</b>	<b>157,721</b>	<b>44,662,185</b>	

Fund Other Expense								
FY2012 Waiver Start-Up	100,856						100,856	(7)
FY2013 Employee Bonuses		117,219					117,219	(8)
FY2014 Class Comp							0	
Total Other Expense	100,856	117,219	0	0	0	0	218,075	
Total Waiver Funded Expense	100,856	783,003	10,634,376	16,393,282	16,811,022	157,721	44,880,260	

<b>Net Federal Match less Project Budget</b>	<b>(100,856)</b>	<b>1,404,651</b>	<b>3,268,049</b>	<b>(34,105)</b>	<b>1,752,376</b>	<b>16,422,999</b>	<b>22,713,114</b>
<b>Accumulated Federal Match less Expense</b>	<b>(100,856)</b>	<b>1,303,795</b>	<b>4,571,844</b>	<b>4,537,739</b>	<b>6,290,115</b>	<b>22,713,114</b>	

Projected Net Program Operations if all projects continue FY17	17,448,441
Projected Balance Waiver Revenue	5,264,673

<b>Anticipated Timing and Amounts of IGT in FY2015</b>		
First IGT Call	Jan-15	9,515,363
Second IGT Call	Jul-15	1,749,464

## NOTES:

- 1) 661 includes est of \$300K for Community Care docs begin FY14
- 2) DY5 includes 3% inflation factor for expenses and revenue increase of 3%
- 3) FY2014 Other Rev includes \$1M Travis County & \$477,535 DADS Pilot
- 4) DY4 includes fund balance needed to cover FY14 Class Comp
- 5) No contingency for unmet metrics
- 6) Final Year of START contract for CBS Team due FY17
- 7) DY1 Fund Balance Reserve not reduced for FY2012 Waiver Start Up
- 8) Fund Balance reduced for FY2013 Employee Bonuses

## Summary of Change

Prior Analysis Original Projects Presented	14,180,606
DY4 & DY5 Valuation Restored	3,201,477
Prior Projected Net 3-Year Projects	1,291,779
Project Expense Budget Change (all years)	(4,820,873)
Project Revenue Budget Change (all years)	(627,325)
	22,867,410



# AUSTIN TRAVIS COUNTY INTEGRAL CARE FISCAL YEAR 2015 PROPOSED BUDGET MAJOR REVENUE BUDGET CHANGES

Local Funds:

Detail:

Total Change:

Travis County:

Travis County Waiver MCOT Expansion	\$ (1,000,000)
Travis County System of Care (child and family wraparound services)	(191,428)
Travis County Parents in Recovery (PIR) Administration for Children and Family (ACF)	(25,691)
Travis County-Other Contract Changes: Juvenile Court \$5,447; Project Recovery (\$7,663); SHORT IOP (\$2,600)	(4,816)
Total Travis County Budget Change	\$ (1,221,935)

Other Local:

St. David's Extended Observation Unit (capital project, not operations)	\$ 4,200,000
DSHS Healthy Community Collaborative (HCC), Local Match	3,483,244
<u>Unearned Cost Reimbursement Contracts:</u>	
DSHS Healthy Community Collaborative (HCC), Local Match (administration only)	(165,000)
<u>Other Local Miscellaneous Changes:</u>	
Central Texas African American Family Conference (CTAAFCS) Fundraising	44,835
Client Revenue (\$44,042); Client Rents(\$33,925); Rental Income \$11,392;	(43,016)
People's Clinic / Safe Place / TX Council on Developmental Disabilities	1,810
Medical Record Fees (8,569); Other Donations (8,657); Interest Income (3,836);	(27,424)
Subtotal Other Local Miscellaneous Changes	(23,795)
Total Other Local Budget Change	7,494,449

Designated & Unassigned Fund Balance Reserve Change:

	2015:	2014:	Change:
FFS Contract Max Programs-Substance Abuse	-	168,467	(168,467)
Midelberg	50,631	45,240	5,391
Unallowable Expenses	142,783	127,460	15,323
Class/Comp Financing (2015-not singularly identified)	-	113,777	(113,777)
Operational Programs	3,324,306		3,324,306
Subtotal Operational	3,517,720	454,944	3,062,776
<u>One-Time Large Expenses:</u>			
Human Resource / Payroll Software	350,000		350,000
MIS	235,000		235,000
Meadows Consultant Contract	100,000		100,000
Subtotal One-Time Expenses	685,000		685,000
Total Unassigned Fund Balance Reserve Change	4,202,720	454,944	3,747,776

Total Local Budget Change

\$10,020,290

**State Funds:****Department State Health Services (DSHS) Mental Health Services:**

General Revenue	\$ (1,546,548)	
TANF	58,389	
Crisis Redesign & Transitional Services	(76,625)	
Mental Health First Aid	(10,000)	
Supportive Housing (Rental Assistance)	97,678	
Reserve (potential unmet contractual targets)	(300,000)	
Subtotal Performance Contract		(1,777,106)
<b>Department State Health Services (DSHS) Other Contracts:</b>		
Healthy Community Collaborative	3,460,383	
Projects for Assistance in Transition from Homelessness (PATH)	94,096	
YES Waiver Training	(22,504)	
Subtotal DSHS Other Contract Changes		3,531,975
Total DSHS Mental Health Budget Change		\$ 1,754,869

**Department State Health Services (DSHS) Substance Abuse Services:**

HIV Early Intervention (HEI) & HIV Outreach	\$ 27,442	
Unearned Fee For Service (FFS) / Contract Max (mainly VA Residential due to FY2014 phase in program)	526,199	
Total DSHS Substance Abuse Budget Change		\$ 553,641

**Department Aging and Disabilities (DADS):**

Pilot Project - Austin State Supported Living Center (ASSLC)		\$ (843,410)
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**Department of Assistance & Rehabilitative Services (DARS):**

Early Childhood Intervention	\$ 49,003	
IDD Rehabilitative Services	21,282	
Total DARS Budget Change		\$ 70,285

**Total State Budget Change****\$ 1,535,385****Federal Funds:****Medicare/Medicaid/HMO:**

Rehab/Case Management (SB58 transfer to HMO, at 100% rate)	\$ 1,813,082	
Regular Medicaid	534,236	
Medicare	(65,677)	
IDD Case Management	(80,483)	
HMO	(438,995)	
FFS Admin Allocation Reserve (2014 reserve \$300,000, 2015 budget reserve is \$400,000)	(100,000)	
Total Medicare/Medicaid/HMO Change		\$ 1,662,163

**HCS / Texas Home Living Waiver:**

Home and Community Services (HCS)	\$ (114,453)	
Texas Home Living (TxHmL)	(151,422)	
Total HCS / TxHmL Budget Change		\$ (265,875)

Other Federal:

Medicaid Administrative Claim (MAC)	\$ 635,016
HUD Safehavens	(333,958)
SAMHSA Health Integration Project	(235,908)
MD Anderson (CPRIT program)	48,820
Cancer Prevention & Research Institute of Texas (CPRIT)	32,428
Ryan White (City of Austin)	32,348
VA Residential	(297)
Total Other Federal Budget Change	
	\$ 178,449

Total Federal Budget Change	\$ 1,574,737
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Waiver Funds:

1115 Waiver Transformation DY3	\$ (10,088,027)
1116 Waiver Transformation DY4	15,274,429
Total Waiver Budget Change	
	\$ 5,186,402

Total Revenue Budget Change	\$18,316,814
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**AUSTIN TRAVIS COUNTY INTEGRAL CARE  
FISCAL YEAR 2015 PROPOSED BUDGET  
MAJOR EXPENSE BUDGET CHANGES**

Detail:      Total Change:

**Salaries & Fringe Benefits:**

<b><u>New Programs:</u></b>		
DSHS Healthy Community Collaborative	\$	1,134,714
Waiver 3 Added Projects		1,622,812
Estimated Annual Class Compensation (June 2014 budget annualized)		2,897,864
Bilingual		356,047
Reorganization (Adding Positions and Reorganizing some existing Positions)		1,056,524
Employee Health Insurance (excludes insurance included in above amounts)		1,092,927
All Other Position Changes, Including Waiver Increase for FY2014 Partial Year Position Budgets)		980,990
<b>Total Salaries &amp; Fringe Benefits Budget Change</b>		<b>\$ 9,141,878</b>

**Travel / Workshop:**

In-Region Travel Reimbursement	\$	122,941
Workshop Travel and Other Cost		97,510
<b>Total Travel / Workshop Budget Change</b>		<b>\$ 220,451</b>

**Prescription Drugs & Medicine:**

Drugs / Medicine (Waiver drug budget reduction (\$453,542)	\$	(380,661)
Atypical Injectable Drugs		(329,061)
<b>Total Prescription Drugs &amp; Medicine Budget Change</b>		<b>\$ (709,722)</b>

**Capital Outlay:**

<b><u>Capital Improvements:</u></b>		
St. David's Extended Observation Unit	\$	3,792,338
DSHS Healthy Community Collaborative		3,933,370
<b>Subtotal Capital Improvement Budget Change</b>		<b>7,725,708</b>
<b><u>All Other Capital Outlay:</u></b>		
Computer Hardware / Software Purchases		189,612
Capital Improvement Fee (Center owned facilities)		38,959
Leasehold Improvements		(1,025,957)
Furniture & Equipment		(176,684)
IT Replacement Fund (Center inter-agency fund not funded in 2015)		(124,476)
Vehicle Purchases		(140,585)
<b>Subtotal All Other Capital Outlay Budget Change</b>		<b>(1,239,131)</b>
<b>Total Capital Outlay Budget Change</b>		<b>\$ 6,486,577</b>

**Contracts & Consultants:**

DSHS Healthy Community Collaborative (HCC)	\$	1,172,211
Waiver Programs		1,076,635
IDD External Provider Services		(211,795)
All Other Contract & Consultant		237,730
<b>Total Contracts &amp; Consultants Budget Change</b>		<b>\$ 2,274,781</b>

**Other:**

Building Rent	\$ 345,772
Furniture & Equipment Purchases	220,591
Controlled Assets Purchases (items under \$5,000 each)	160,219
Hardware / Software & Telephone Line Maintenance	89,852
General Professional Crime Liability, Property, & Directors/Officers Insurance	92,108
Equipment - Computer Purchases	61,558
Dues & Memberships	61,777
Building Security	57,177
Computer Software Licenses / Support	35,284
Community Awareness	31,851
Architect & Engineering Fees	(91,486)
Functions & Meetings	(55,792)
Personnel Advertising	(46,986)
All Other line items	152,313
<b>Total Other Category Budget Change</b>	<b>\$ 1,114,238</b>

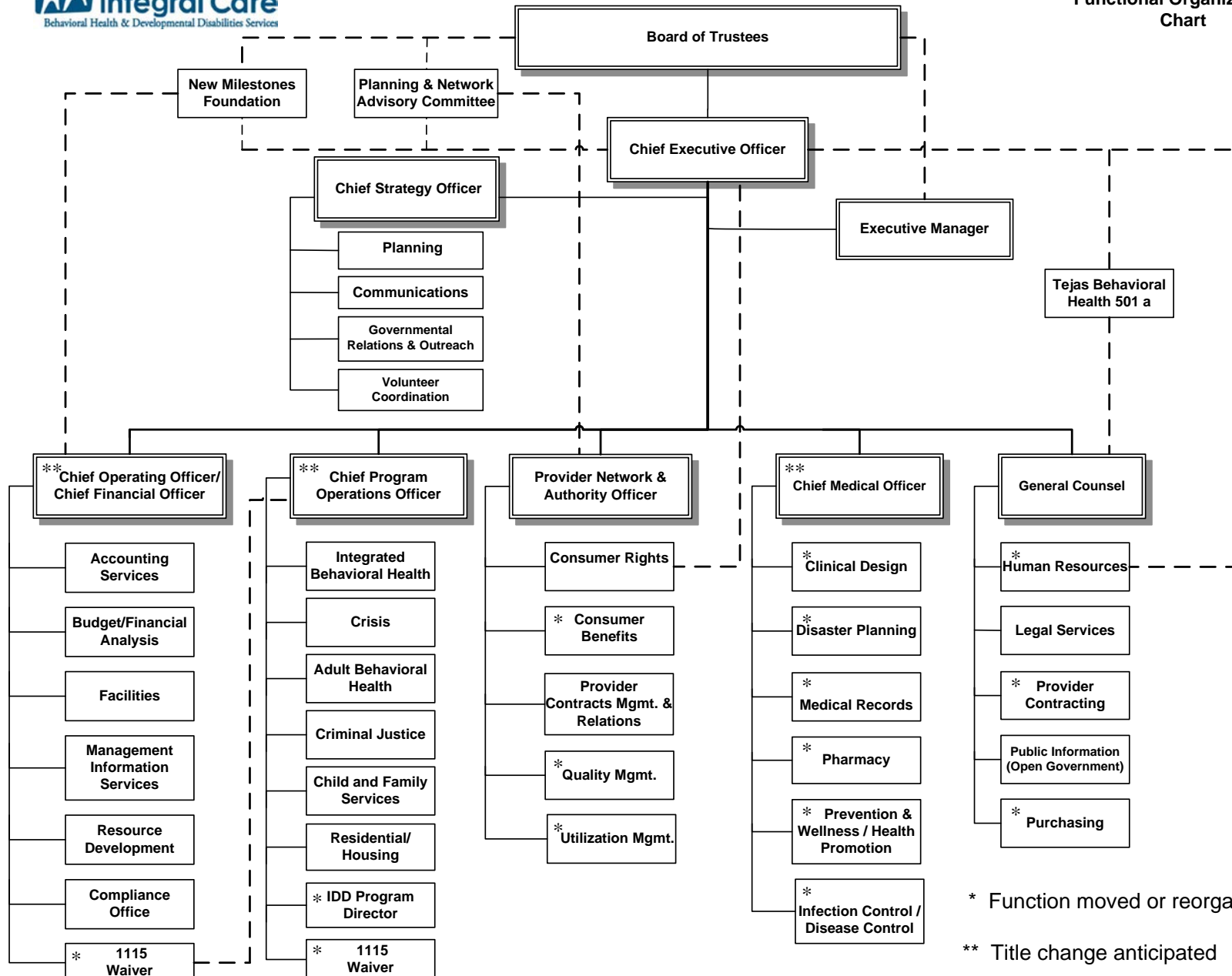
**Client Support Cost:**

Travis County System of Care (contract reduction of (\$191,428))	\$ (124,690)
DSHS Supportive Housing (Rental Assistance) (contract increase)	97,678
All Other Programs	50,434
<b>Total Client Support Cost Budget Change</b>	<b>\$ 23,422</b>

Reserve - There is not a budget reserve in the 2015 Budget	\$ (234,811)
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<b>Total Expense Budget Change</b>	<b>\$ 18,316,814</b>
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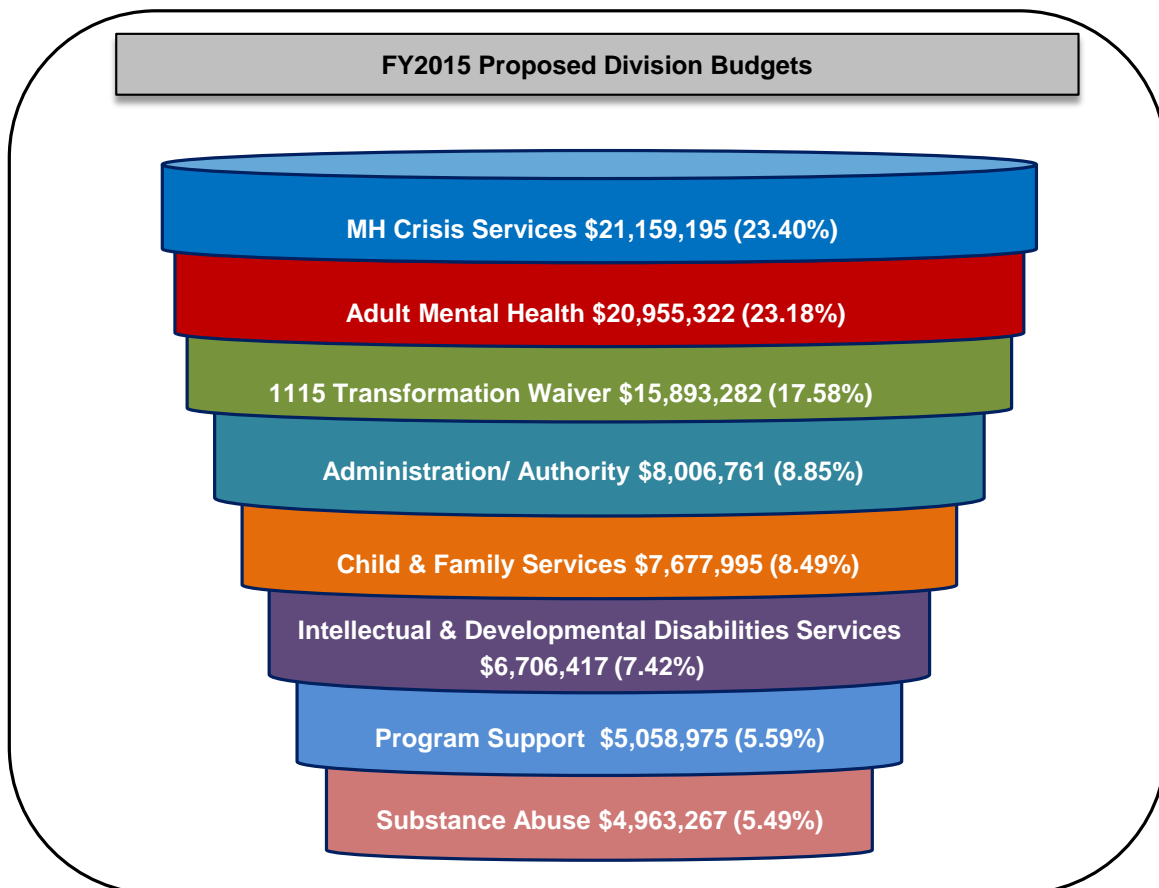


FY 2015  
Functional Organizational  
Chart



## AUSTIN TRAVIS COUNTY INTEGRAL CARE FY2015 PROPOSED DIVISION BUDGET SUMMARY

Division	FY2015 Proposed Budget		Change 2014 Current Budget		FY2014 Budget	
	Total	% of Total	Incr/(Decr)	Incr/-Decr	Current	% of Total
MH Crisis Services	\$21,159,195	23.40%	\$4,401,423	26.26%	\$16,757,772	23.24%
Adult Mental Health	\$20,955,322	23.18%	\$7,210,273	52.46%	\$13,745,049	19.06%
1115 Transformation Waiver	\$15,893,282	17.58%	\$3,441,905	27.64%	\$12,451,377	17.27%
Administration/ Authority	\$8,006,761	8.85%	\$1,306,278	19.50%	\$6,700,483	9.29%
Child & Family Services	\$7,677,995	8.49%	\$256,994	3.46%	\$7,421,001	10.29%
Intellectual & Developmental Disabilities	\$6,706,417	7.42%	\$7,599	0.11%	\$6,698,818	9.29%
Program Support	\$5,058,975	5.59%	\$1,922,520	61.30%	\$3,136,455	4.35%
Substance Abuse	\$4,963,267	5.49%	(\$7,577)	-0.15%	\$4,970,844	6.89%
Reserve	\$0	0.00%	(\$222,601)	-100.00%	\$222,601	0.31%
<b>Total</b>	<b>\$90,421,214</b>	<b>100.00%</b>	<b>\$18,316,814</b>	<b>25.40%</b>	<b>\$72,104,400</b>	<b>100.00%</b>

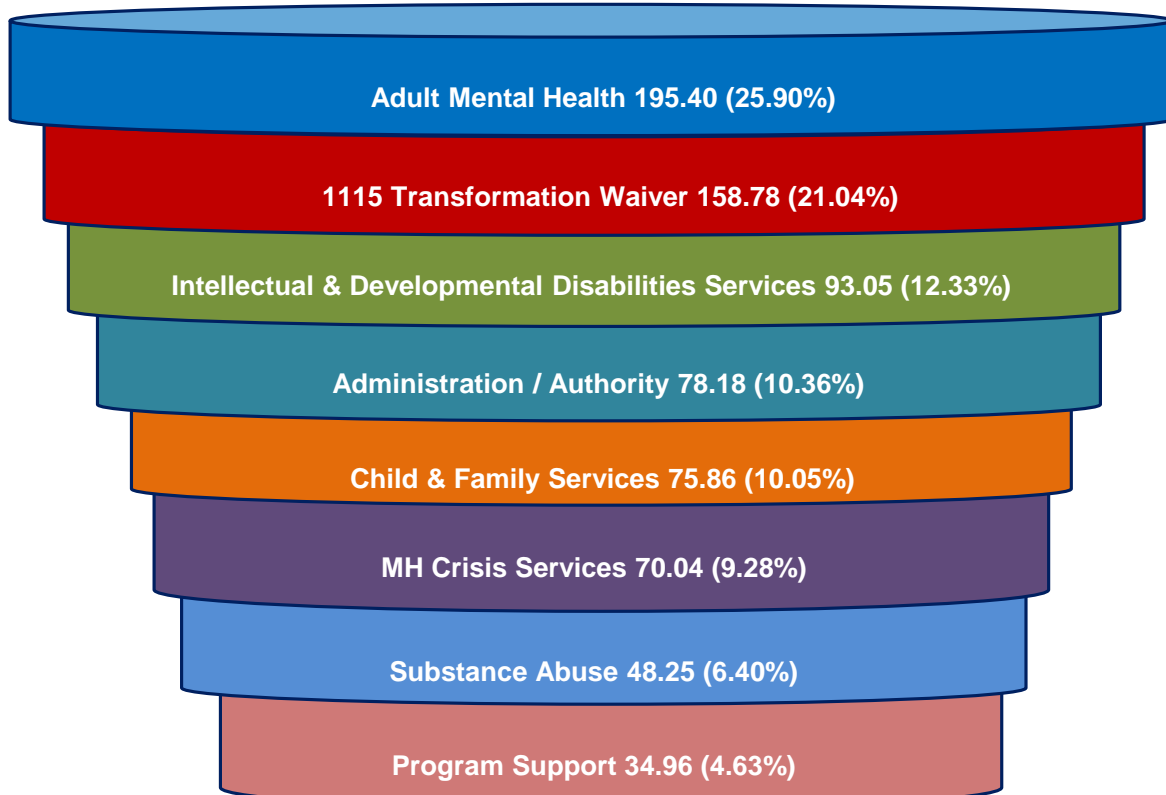




## AUSTIN TRAVIS COUNTY INTEGRAL CARE FY2015 PROPOSED FULL TIME EQUIVALENT (FTE) POSITION BUDGET

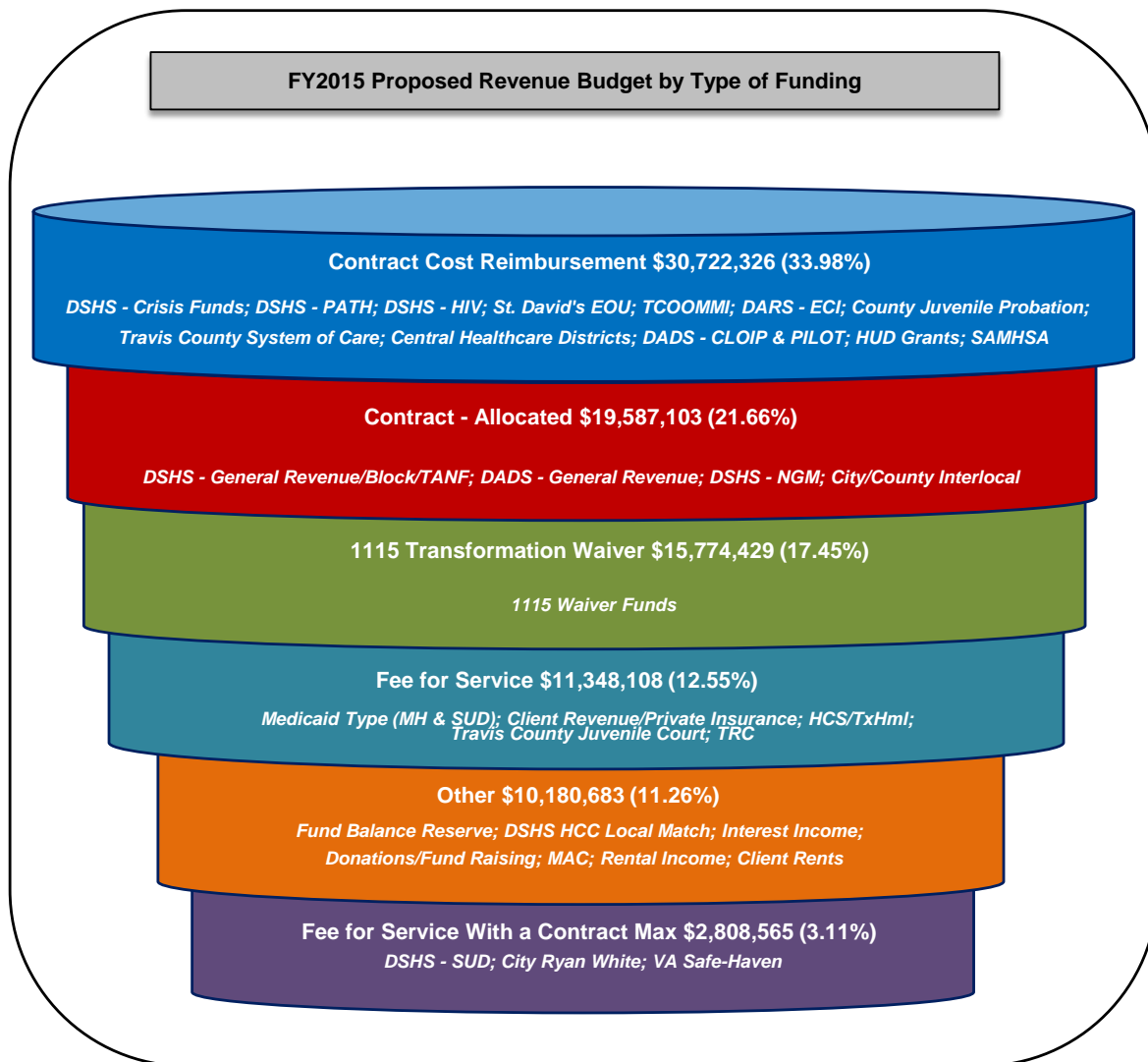
Division	FY2015 Proposed Budget		Change 2014 Current		FY2014 Budget	
	FTE	% of Total	Incr / (Decr)	Incr / -Decr	Current	% of Total
Adult Mental Health	195.40	25.90%	26.22	15.50%	169.18	23.66%
1115 Transformation Waiver	158.78	21.04%	17.78	12.61%	141.00	19.72%
Intellectual & Developmental Disabilities Services	93.05	12.33%	(5.20)	-5.29%	98.25	13.74%
Administration / Authority	78.18	10.36%	3.39	4.53%	74.79	10.46%
Child & Family Services	75.86	10.05%	(2.60)	-3.31%	78.46	10.98%
MH Crisis Services	70.04	9.28%	(0.40)	-0.57%	70.44	9.85%
Substance Abuse	48.25	6.40%	(4.68)	-8.84%	52.93	7.40%
Program Support	34.96	4.63%	5.10	17.08%	29.86	4.18%
<b>Total</b>	<b>754.52</b>	<b>100.00%</b>	<b>39.60</b>	<b>5.54%</b>	<b>714.92</b>	<b>100.00%</b>

### FY 2015 Full Time Equivalent (FTE) By Division





## AUSTIN TRAVIS COUNTY INTEGRAL CARE



**Contract - Cost Reimbursement** include a specified line item budget for stipulated services. Funds are reimbursed after the Center has incurred the expense.

**Contract - Allocated** include DSHS and DADS state General Revenue, MH Block and City / County Interlocal funds. The General Revenue and MH Block funds are to provide local authority functions and ensure the provision of mental health and developmental disability services to consumers who meet the criteria of the priority population. The City / County Interlocal provides required local match to several contracts and supports the local authority functions.

**1115 Transformation Waiver** transforms the health care delivery system for low income Texans and increases access to quality behavioral health services as a recognized means to improve both individual and system level outcomes. Revenues are earned when Program metrics are obtained within specified timelines.

**Fee for Service** revenue is earned after a defined unit of service is rendered at a specified rate of pay to consumers who qualify for the benefit plan. The revenue earned is not limited.

**Other** includes all other type funding, including MAC, interest income.

**Fee for Service - Contract Max** revenue is earned after a defined unit of service is rendered at a specified rate of pay to a prescribed population. The revenue earned cannot exceed the total amount of the contract.



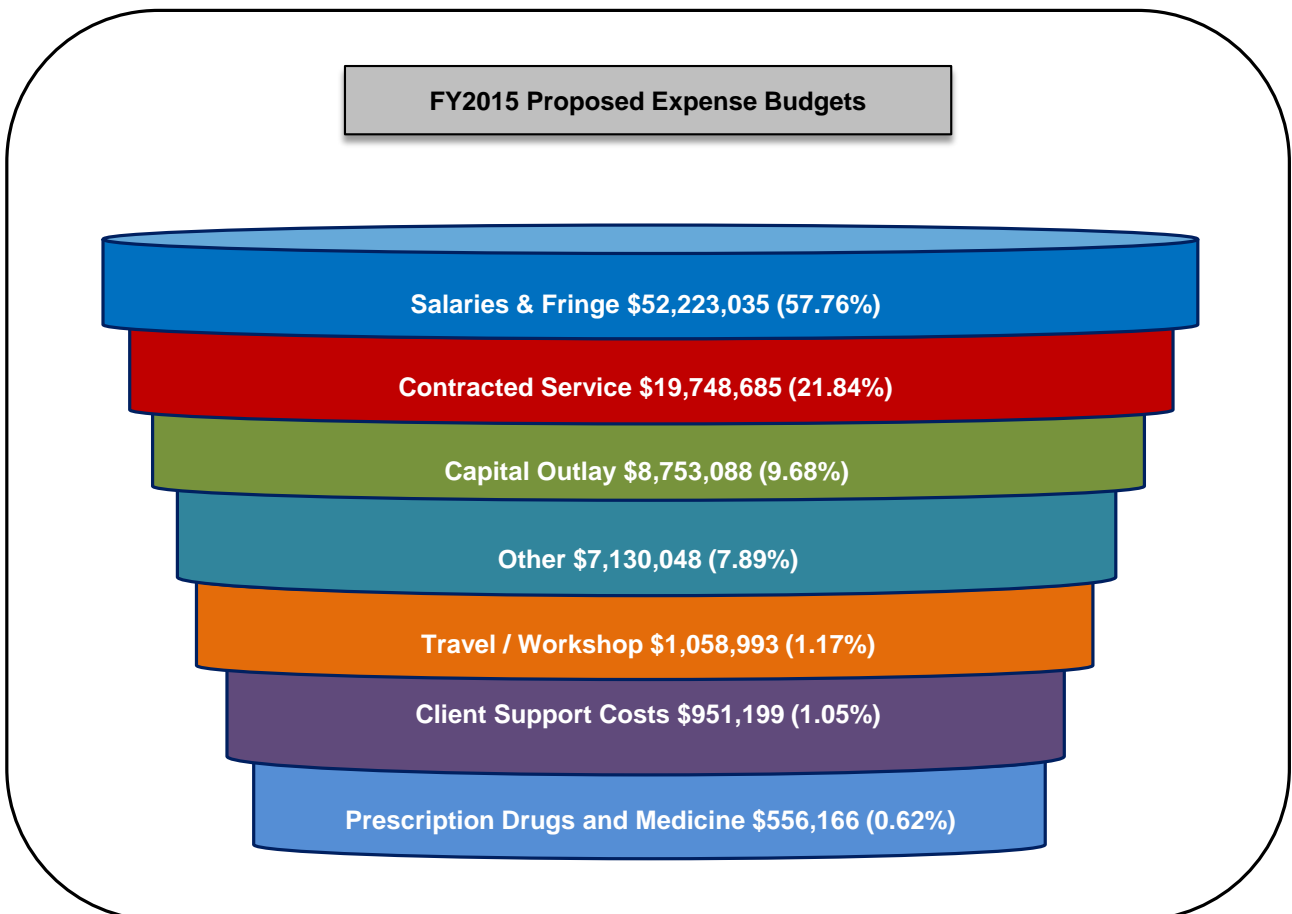
**AUSTIN TRAVIS COUNTY INTEGRAL CARE  
FISCAL YEAR 2015 PROPOSED BUDGET BY CATEGORY TYPE  
CENTER TOTAL**

	FY 2015 ANNUAL BUDGET	PERCENT OF TOTAL	CHANGE FY 2014 CURRENT	PERCENT BUDGET CHANGE	FY 2014 CURRENT BUDGET	PERCENT OF TOTAL
<b>REVENUES</b>						
<u>Major Revenue Type Categories:</u>						
Allocated (Alloc)	\$19,587,103	21.66%	\$ (2,564,784)	-11.58%	\$22,151,887	30.72%
Cost Reimbursement (CR)	\$30,722,326	33.98%	\$ 6,212,184	25.35%	\$24,510,142	33.99%
Fee For Service (FFS)	\$11,348,108	12.55%	\$ 1,399,489	14.07%	\$ 9,948,619	13.80%
FFS/Contract Max (FFS/CM)	\$ 2,808,565	3.11%	\$ 537,407	23.66%	\$ 2,271,158	3.15%
Waiver	\$15,774,429	17.45%	\$ 5,186,402	48.98%	\$10,588,027	14.68%
Other	\$10,180,683	11.26%	\$ 7,546,116	286.43%	\$ 2,634,567	3.65%
<b>TOTAL REVENUES</b>	<b>\$90,421,214</b>	<b>100.00%</b>	<b>\$18,316,814</b>	<b>25.40%</b>	<b>\$72,104,400</b>	<b>100.00%</b>
<b>EXPENDITURES</b>						
Salary/Benefits/Travel	\$52,599,237	58.17%	\$ 8,932,145	20.46%	\$43,667,092	60.56%
Contracted Services	\$19,748,685	21.84%	\$ 2,274,781	13.02%	\$17,473,904	24.23%
Other Expenses	\$18,073,292	19.99%	\$ 7,344,699	68.46%	\$10,728,593	14.88%
Reserve	\$ -	0.00%	\$ (234,811)	-100.00%	\$ 234,811	0.33%
<b>TOTAL EXPENDITURES</b>	<b>\$90,421,214</b>	<b>100.00%</b>	<b>\$18,316,814</b>	<b>25.40%</b>	<b>\$72,104,400</b>	<b>100.00%</b>
<b>TOTAL FTE'S</b>	<b>754.52</b>		<b>39.60</b>	<b>5.54%</b>	<b>714.92</b>	



## AUSTIN TRAVIS COUNTY INTEGRAL CARE FY2015 PROPOSED EXPENSE BUDGET SUMMARY

Division	FY2015 Proposed Budget		Change 2014 Current Budget		FY2014 Budget	
	Total	% of Total	Incr/(Decr)	Incr/-Decr	Current	% of Total
Salaries & Fringe	\$52,223,035	57.76%	\$9,141,878	21.22%	\$43,081,157	59.75%
Contracted Service	\$19,748,685	21.84%	\$2,274,781	13.02%	\$17,473,904	24.23%
Capital Outlay	\$8,753,088	9.68%	\$6,486,577	286.19%	\$2,266,511	3.14%
Other	\$7,130,048	7.89%	\$1,114,238	18.52%	\$6,015,810	8.34%
Travel / Workshop	\$1,058,993	1.17%	\$220,451	26.29%	\$838,542	1.16%
Client Support Costs	\$951,199	1.05%	\$23,422	2.52%	\$927,777	1.29%
Prescription Drugs and Medication	\$556,166	0.62%	-\$709,722	-56.07%	\$1,265,888	1.76%
Reserve	\$0	0.00%	-\$234,811	-100.00%	\$234,811	0.33%
<b>Total</b>	<b>\$90,421,214</b>	<b>100.00%</b>	<b>\$18,316,814</b>	<b>25.40%</b>	<b>\$72,104,400</b>	<b>100.00%</b>



**FY 2015 BUDGET PLAN**  
**CENTER FACILITIES**

Center operations are conducted at 46 sites in a diverse real estate portfolio spread throughout the Austin, Travis County area. All facilities are conveniently located with easy access to major traffic arteries. Housing facilities and Developmental Disabilities group homes are located with easy access to bus routes, grocery stores, and neighborhood parks.

<b><u>Owned Properties</u></b>	<b><u>Number of Sites</u></b>	<b><u>Square Footage</u></b>	<b><u>Replacement Cost</u></b>
Commercial*	11	120,306	\$16,048,511
DD group homes	4	8,094	\$ 873,339
Residential	<u>8</u>	<u>33,204</u>	<u>\$ 3,029,828</u>
<b>Subtotal</b>	<b>23</b>	<b>161,604</b>	<b>\$19,951,678</b>

Replacement cost was determined by Texas Council Risk Management Fund (TCRMF) upon individual inspection of each property. Values were updated by TCRMF this year. Values for the New Milestones properties have not been updated. Replacement cost is not an indicator of market value.

\* Two of these facilities are combination office/residential.

**Leased Properties**

Commercial	11	86,037
Residential	2	8,684
Storage Units	2	<u>550</u>
<b>Subtotal</b>	<b>15</b>	<b>95,271</b>

<b>NMF Properties</b>	<b>8</b>	<b><u>55,948</u></b>	<b><u>\$ 7,977,600</u></b>
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\*NMF VI is two properties

<b>Grand Total</b>	<b><u>46</u></b>	<b><u>312,823</u></b>	<b><u>\$27,929,278</u></b>
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**FY 2015 BUDGET PLAN**  
**CENTER FACILITIES**  
**LEASE RENEWALS**

2015 Lease Renewals	Sq. ft.	Unit	Lease Term	Renewal Time Frame	Current Rent	Projected New Rent
1631 East 2nd Street	3776	C.A.R.E.	Jun 1, 2010-May 31, 2015	Nov 2014, 6 month written notice	\$56, 640 (\$4720.00 m)	\$62,304 (\$5192 m) 10% annual increase over 5 year term
1643 East 2nd Street	1350	C.A.R.E.	Jun 1, 2010-May 31, 2015	Nov 2014, 6 month written notice	\$20,250 (\$1687.50 m)	\$22,275 (\$1856.25 m) 10% annual increase over 5 year term
1700 S Lamar suite 240	3842	120	Jul 1, 2013-Jun 30, 2015	Feb 1, 2015, two one year renewals with 90 day written notice	\$89,867.28 (\$7488.94 m)	\$94,360.64 (\$7863.38 m) 5% annual increase over 2 year term
110 A Chalmers	1542	BHS	Sept 1, 2010-Aug 31, 2015	May 2015 written notice	\$29,005.80 (\$2417.15 m)	\$31,906.38 (\$2658.86 m) 10% annual increase over 5 year term
825 East Rundberg Lane	3235	MH CLINIC ADULT/CMH	Oct 6, 2010-Oct 5, 2015	Mar 2015 written notice	\$148,610.04 (\$12,384.17 m)	\$153,068.34 (\$12,755.69 m) 3% annual increase over 5 year term





## MIS Projects

### SUMMARY AS OF JULY 2014

#### COMPLETE/IN PROGRESS PROJECTS:

- Co-Location of the Data Center Continuing as a project started in FY2013, MIS developed and submitted an RFP for vendor response. This RFP requested input for local, off-site hosting services, backup and firewall services, disaster recovery and business continuity plans for the data center currently located at the Collier Administration building. This project is in the final selection stages as vendors are interviewed and appropriate facilities and services are determined.
- Data Mapping MIS contracted with Centex Systems to formalize the collection, documentation and diagramming of the system processes related to internal batching of data to CHMBS, MBOW and CARE. The project was completed but has not been reviewed with the developer due to organizational restructuring at CSSS.
- Meaningful Use ATCIC has engaged Texas A&M Health Science Center Rural and Community Health Institute, a Regional Extension Center, to assist the organization in achieving its Meaningful Use goals. MIS is represented as one of the workgroups.
- Access Control System MIS is working with Facilities to deploy a new Access Control and Security system. The current system is outdated and the support and maintenance is not cost effective any longer. A new system will still utilize the existing door strikes but new controllers and software will be installed. A large amount of system configuration will be required during the migration.
- capabilities (and sometimes limitations) of our electronic medical record system.
- Telemedicine. MIS is working with the Medical Staff Coordinator and HR to develop best practices Policies and Procedures, technology solutions, and support services for telemedicine providers. There are unique challenges in each of these categories as remote technology capabilities now cross over traditional physical boundary limitations.
- BYOD/MDM Mobile devices have become a popular technology choice for business productivity. Personal mobile devices brought into the work environment create unique challenges when convenience competes with security. MIS is working on developing a strategy based on industry best practices that will be the foundation for ATCIC's mobile device policy. There are several Mobile Device Management software tools available to manage devices brought into the network. MIS is evaluating several and will select the best option for protecting client PHI while providing convenient productivity tools.
- Extended Observation Unit Working with Facilities and Director of Practice Management II (Sherry Blyth) to develop initial estimates of MIS/IT related costs per grant requirements.
- Direct Access MIS is developing a plan to deploy Direct Access to all client workstations. This will allow MIS the ability, among other things, to push remote updates to ATCIC asset owned computers without the user having to come in and connect to a "blue wire".

#### PLANNED FOR THE FUTURE:

- Dove Springs Expansion. MIS has spent and will continue to spend large amounts of time in the design and equipping of the new Dove Springs clinic. Dove Springs will be equipped with all of our latest technology, most current equipment, and premier telecommunications equipment and GigaMAN circuits. During the planning phase this Spring, MIS created a "mock" consultation room and equipped that room with various technologies so that clinical planners could get a good feel for the
- SharePoint/Intranet MIS is working with Communications to develop an updated Intranet using SharePoint Online. Additionally, Policies and Procedures creation, modification and approval process will be automated using workflows. Once a formal structure is defined in SharePoint, MIS will work with the vendor to begin migrating local data storage to shared storage in the cloud.

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## 04.22 BOARD OF TRUSTEES

**Title:** Fund Balance

**Section:** Fiscal

**Cross Reference:**

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### ***PURPOSE***

The purpose of this policy is to establish a key element of the financial stability of Austin Travis County Integral Care (ATCIC) by setting guidelines for fund balance. Unassigned fund balance is an important measure of economic stability and it is essential that ATCIC maintain adequate levels of unassigned fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and other similar circumstances. The fund balance also provides cash flow liquidity for ATCIC's general operations.

### ***DEFINITIONS***

**Fund Equity** - A fund's equity is generally the difference between its assets and its liabilities.

**Fund Balance** – An accounting distinction is made between the portions of fund equity that are spendable and nonspendable. These are broken up into five categories:

- 1) **Nonspendable fund balance** – includes the portion of net resources that cannot be spent because of their form (i.e. inventory, long-term loans, or prepaids) or are required to be maintained intact such as the principal of an endowment.
- 2) **Restricted fund balance** – includes the portion of net resources on which limitations are imposed by creditors, grantors, contributors, or by laws or regulations of other governments (i.e. externally imposed limitations). Amounts can be spent only for the specific purposes stipulated by external resource providers or as allowed by law through constitutional provisions or enabling legislation. Examples include grant awards and bond proceeds.
- 3) **Committed fund balance** – includes the portion of net resources on which the ATCIC Board of Trustees has imposed limitations on use. Amounts that can be used only for the specific purposes determined by a *formal action* of the Board. Commitments may be changed or lifted only by the Board taking the same *formal action* that originally imposed the constraint. The formal action must be approved before the end of the fiscal year in which the commitment will be reflected on the financial statements.
- 4) **Assigned fund balance** - includes the portion of net resources on which the intended use has been established by the Board or the ATCIC official authorized to do so by the Board. Assignments of fund balance are much less

formal than commitments and do not require formal action for their imposition or removal. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed which indicates that resources are, at a minimum, intended to be used for the purpose of that fund.

- 5) **Unassigned fund balance** - includes the amounts in the general fund in excess of what can properly be classified in one of the other four categories of fund balance. It is the residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose. Negative residual amounts for all other governmental funds are reported in this classification.

## ***POLICY***

### ***Committed Fund Balance***

The Board of Trustees is ATCIC's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is a resolution approved by the Board at a Board meeting. The resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period (i.e. the Board may approve the calculation or formula for determining the amount to be committed).

### ***Assigned Fund Balance***

The Board of Trustees authorized the Executive Director or his/her designee as ATCIC's Official responsible for the assignment of fund balance to a specific purpose as approved by this fund balance policy.

### **Minimum Unassigned Fund Balance**

It is the goal of ATCIC to achieve and maintain an unassigned fund balance equal to 90 days of the total operating expenditures calculated on the current year budgeted expenditures.

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**Effective Date: December 14, 2000**

**Review Date: August 25, 2011**

**Approved: Matthew Snapp**

**Signature: \_\_\_\_\_**

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## **04.15 BOARD OF TRUSTEES**

**Title: Budget Amendment Policy**

**Section: Board of Trustees**

**Cross Reference: B.P. 04.02, B.P. 04.03, B.P. 04.08**

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### ***PURPOSE***

It is the purpose of this policy to authorize execution of budgetary amendments.

### ***POLICY***

The Board of Trustees shall approve all budget amendments of \$100,000 or more. The Executive Director, or designee, shall have the authority to approve and execute budget amendments of less than \$100,000.

The Chief Financial Officer shall report budget amendments on the monthly financial statements submitted to the Board.

All budget amendments associated with the closure or elimination of services to consumers shall be approved by the Board of Trustees.

The Board of Trustees shall approve all Fund Balance designations.

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**Effective Date: May 26, 1995**

**Revised Date: December 14, 2006**

**Approved: Martha A. Martinez**

**Signature**\_\_\_\_\_

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